



# Communication and Consultation Procedure

CEN-HSE-PRO-024

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## 1. Introduction

Legislation places a responsibility on Centurion to ensure HSE information is effectively communicated to all workers, and to consult with workers on matters which may affect their health and safety at work. This procedure outlines Centurion's arrangements for consultation and communication relating to work health, safety and environmental issues.

## 2. Scope

This procedure is applicable to all Centurion operations, and applies to all Centurion employees, including sub-contractors performing work on Centurion's behalf.

## 3. Incident Notification and Communication

It is important to ensure that all incidents and learnings from investigations are communicated to the business. Managers are required to communicate the findings of incident investigations with their workers at branch or department toolbox talks.

HSEQ Alerts and Significant Incident Notifications are to be recorded in CEN-HSE-REG-021 – SIN and HSEQ Alert Register.

### 4.1 HSEQ Alert

An HSEQ Alert is required for all incidents with a Maximum Reasonable Outcome (MRO) of High or Extreme after the investigation has been completed. Its intent is to share the investigation's findings (e.g. what went wrong, why, how it can be prevented in the future) with the rest of the business to assist with company-wide prevention of a re-occurrence.

Additionally, the template is also used as an awareness tool to communicate HSEQ related information.

The drafted HSEQ Alert should be forwarded to the HSEQ Team for review and distribution to email distribution group Centurion Transport Company (CTC) Notifications (all employees).

### 4.2 Significant Incident Notification (SIN)

A SIN is a communication in the form of a short notice which is used to urgently communicate a serious incident or unsafe practice to the business. Its intent is to prompt urgent action from all areas of the business, to stop that unsafe practice or a recurrence of the serious incident.

A SIN is required to be drafted using information available at the time, within 24 hours of an incident with an MRO of High or Extreme. The drafted SIN should be forwarded to the HSEQ Team for review and distribution to email distribution group CTC Notifications (all employees).

## 4. Toolbox Talks

Managers are responsible for ensuring all workers within their area of responsibility (which is to include employees, contractor and sub-contractors as appropriate) receive HSE information relevant to them, and that workers have an opportunity to ask questions and provide input/feedback. This is to include Centurion employees, contractors, sub-contractors and labour hire as appropriate. Centurion uses toolbox talks as a key method of meeting this requirement.

Toolbox meetings are an informative face-to-face meeting held by a manager with their team to deliver important operational and HSE information, and allow team members to ask questions, raise concerns and problem solve as a group.

### 5.1 When to Hold a Toolbox

Toolbox meetings are to be held at a time and place that maximises participation (e.g. start of shift). Not all workers need to attend at one time; a single toolbox talk may be run multiple times to cover everyone without major disruption to operations (e.g. one of drivers and one for branch staff in the branches, or one for each shift).

Monthly toolbox meetings are a mandatory method of communicating HSE information to Team Members (target: minimum 12 per year). Managers may facilitate more than the target number of meetings.

### 5.2 How to Facilitate an Effective Toolbox Talk

Prior to a toolbox talk, use the Toolbox Meeting Record and the Toolbox PowerPoint Template like an agenda to plan discussion topics as items are brought to your attention. Topic examples include:

- Review incidents, hazards and other issues reported by the site/team since the last toolbox meeting (e.g. what happened, what controls were put in place, what did we learn from it)
- Planned changes to the workplace, equipment or procedures, and how that impacts the team
- Corporate information communicated from Head Office

During the toolbox talk, use the pre-populated Toolbox PowerPoint Template as a guide to facilitate the meeting.

- Explain relevant changes, responsibilities and actions required regarding each topic; and
- Encourage workers to participate in discussions as toolbox meetings are an opportunity to provide feedback and ask questions.
- Have all attendees record their name and sign where indicated on the Toolbox Meeting Record to acknowledge their attendance.

### 5.3 How to Record a Toolbox Talk

During a toolbox talk, it is critical that the following information is captured on the Toolbox Meeting Template:

- Evidence of two-way communication be recorded in meeting minutes. This includes:
  - Feedback/questions from workers
  - Agreed actions
- Name and signature of all toolbox talk participants. This acts as acknowledgement that they received the information documented and assists the manager in tracking that HSE information has been communicated to all relevant workers.

It is important to record and manage the completion of agreed actions through Myosh, and provide feedback on the progress of those agreed actions at the next toolbox meeting to reflect that the communications from the workers are valued. After the toolbox meeting, submit a toolbox meeting into Myosh:

- Create a new record in the Safety Meetings module, and select type 'Toolbox'.
- Upload/attach a copy of your completed, signed Toolbox Meeting Record (Form) as evidence of the meeting.

- Create an action for all agreed actions arising from the Toolbox Meeting from within the Toolbox record to ensure management of the close out of that action is linked to the meeting record.

## 5. Health and Safety Representatives (HSRs)

An HSR is a Team Member elected to represent the health and safety interests of all workers in their Work Group. Work Groups are a way of dividing the workers within a site/team into groups who share a workplace or carry out similar tasks (e.g. Port Hedland Branch, Mackay (QLD) Branch or Perth Airport Workshop). The purpose of establishing Work Groups is to make managing HSE easier by electing a Team Member to represent the HSE interests for each Work Group during discussions with management.

Key roles of an HSR include:

### HSR

- Actively consult with workers and managers on HSE issues affecting their Work Group;
- Work with managers to resolve HSE issues;
- Assist managers to complete incident investigations occurring within the Work Group;
- Actively participate in HSE Committee
- Conduct monthly workplace inspections.

HSRs are required to represent the interests of all workers in their Work Group, rather than the interests of individuals, cliques or outside parties.

### 6.1 When Do You Need HSRs?

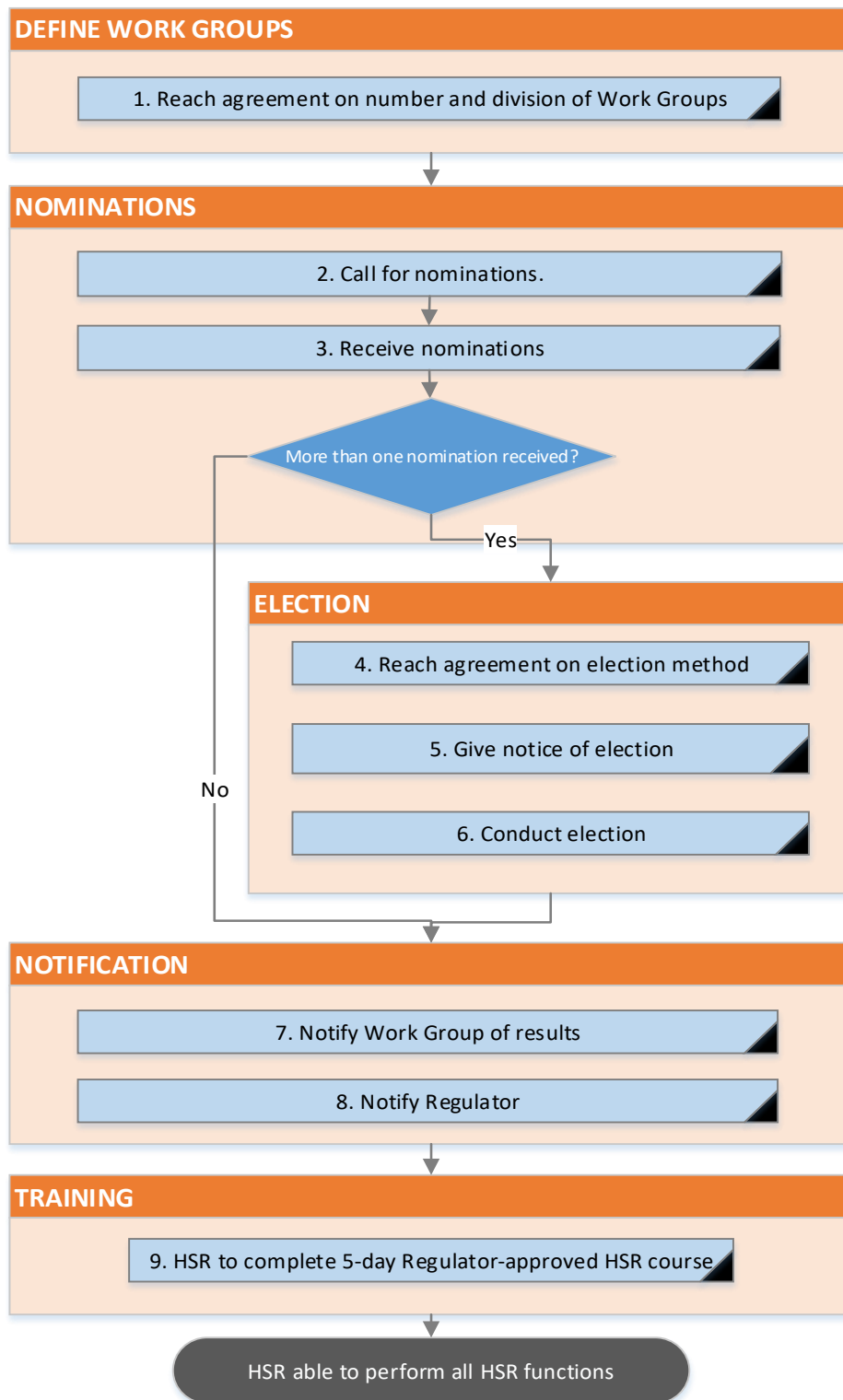
It is not mandatory to have elected HSRs in the workplace. It is only mandatory to establish Work Groups and elect HSRs where requested by a worker. This means that if a manager receives a request for elected HSR/s then they must put actions in place to facilitate this.

The establishment of HSRs is encouraged by Centurion as HSRs provide the vital communication link between people at work and the business.

### 6.2 How to Establish HSRs

It is important to ensure that the workers are aware when an employee has nominated to be an HSR and that a vote is planned. This can be done by completing the Notice of Election Form.

The process of establishing HSRs includes the following key steps:



Step	Details	
1	Reach agreement on number and division of Work Groups	It is recommended that this step be completed via toolbox talk, so group discussion takes place and is recorded. Reach an agreement on how many Work Groups should be formed in your site/department. An agreement to only form 1 Work Group is acceptable.
2	Call for nominations	1 HSR is to be elected per Work Group. For each Work Group: invite workers to submit a nomination (in writing) for the position of HSR communicate the nomination period (e.g. 2 weeks) it is recommended that the nomination period be communicated by toolbox and displayed on a workplace noticeboard to ensure all workers are notified.
3	Receive nominations	Accept nominations for the duration of the nomination period. Workers are able to nominate themselves. Retain received nominations.
<b>If only one nomination received for HSR, go to step 7. If multiple nominations received, go to step 4.</b>		
4	Reach agreement on election method	It is recommended that this step be completed via toolbox talk, so group discussion takes place and is recorded. Reach an agreement on how the workers would like to vote for their HSR (e.g. simple show of hands within the group or a secret ballot where their vote is confidential).
5	Give notice of election	Give notice of an upcoming election to notify workers of who can vote for (i.e. names of all nominees for Work Group) and to give people time to consider who they will vote for.
6	Conduct election	Management to coordinate voting process. If conducting a ballot, use a list of all workers within the Work Group to check off that each worker has voted. Tally the votes. The nominee with the most votes shall become HSR of that Work Group. Retain all documentation relating to the election.
7	Notify Work Group of results	Communicate all members of the Work Group (e.g. via toolbox talk) of who the elected HSR will be. A list of HSRs for a site must be displayed at the site, for the information of all workers.
8	Notify Regulator	Notify the relevant Work Health & Safety Regulator of all new HSRs.
9	HSR to complete 5-day Regulator-approved HSR course	Coordinate that the HSR completes the Health & Safety Regulator-approved 5-day HSR training course (within 12 months for WA, within 3 months for QLD and NT).

Contact the HSEQ Team if you have any queries or need assistance with any of these steps.

### 6.3 Term of Office

Health and Safety Representatives can hold the position for two years in WA and three years in Queensland / Northern Territory unless any of the below occurs:

- At the end of the two or three years (dependent on state) the person is not re-elected
- Employee ceases employment at Centurion

- Employee moves to a different section of the company
- Employee resigns as a Health and Safety Representative
- Is disqualified due to:
  - Inadequately performing the actions of a Health and Safety Representative
  - Undertaking unsafe work activities
  - Breaching confidentiality agreements

Records of HSR's can be records in the HSR Register.

#### 6.4 Notification to the regulator

Under certain legislation, the applicable business unit must notify a regulator of their current HSR's. Authority to communicate particular information resides with the GM HSEQ.

## 6. Health and Safety Committee (HSC)

An HSC can be established by a Site/Department upon request from workers. The Safety and Health Committee's main objectives are to;

- Facilitate cooperation between Centurion and its employees in instigating, developing and implementing measures designed to ensure the safety and health of employees at work.
- Formulate, review and distribute standards, rules and procedures relating to safety and health, which are to be carried out or complied with at Centurion

### 7.1 Committee Membership

An HSC Committee should consist of representatives from both workers and management, with at least half of the Committee being worker representatives. It is expected that any elected HSRs will actively participate in any HSC relating to their Work Group.

### 7.2 Health and Safety Committee Meetings

#### 7.2.1 Meeting Schedule

Safety and Health Committee meetings will be held at least quarterly. The date and time of the meetings should be planned well in advance and communicated to everyone at the workplace.

The committee can meet out of schedule where an issue relating to occupational safety or health arises requires the urgent assistance of the committee to resolve it, where a serious incident occurs, or a high-risk hazard has been identified, or as required.

The quorum of members in order to make it a valid meeting will be at least two employee representatives and two employer representatives.

#### 7.2.2 Meeting Agenda

The standard meeting agenda will include:

- Welcome/Safety Share
- Statistics and Performance Indicators
- Monthly Toolbox Review
- Workplace Hazard Inspection
- New Procedures
- Current Projects



- Round the Table

The agenda and any documents to be discussed at the meeting are to be provided to the committee members at least 1 week prior to the scheduled meeting, to allow time for review before the meeting.

### 7.2.3 Meeting Minutes

Minutes from the meeting will be taken and recorded by the member of the Health and Safety Team in attendance using the HSE Committee Meeting Agenda and Minutes Form.

The minutes will include the following details: organisational and committee name, meeting time, date and location of meeting, members present and absent, items discussed and what action to be taken by what date and by whom.

The minutes should be finalised and distributed to the committee members within 1 week from the date of the meeting. The minutes shall be distributed throughout the business via toolbox meetings and made available by posting on noticeboards and through Myosh documents database.

### 7.2.4 Making Decisions

Any recommendations arising from the Committee meeting shall be made by majority consensus of members. The recommendations shall be forwarded to management and staff.

## 7. Issue Resolution

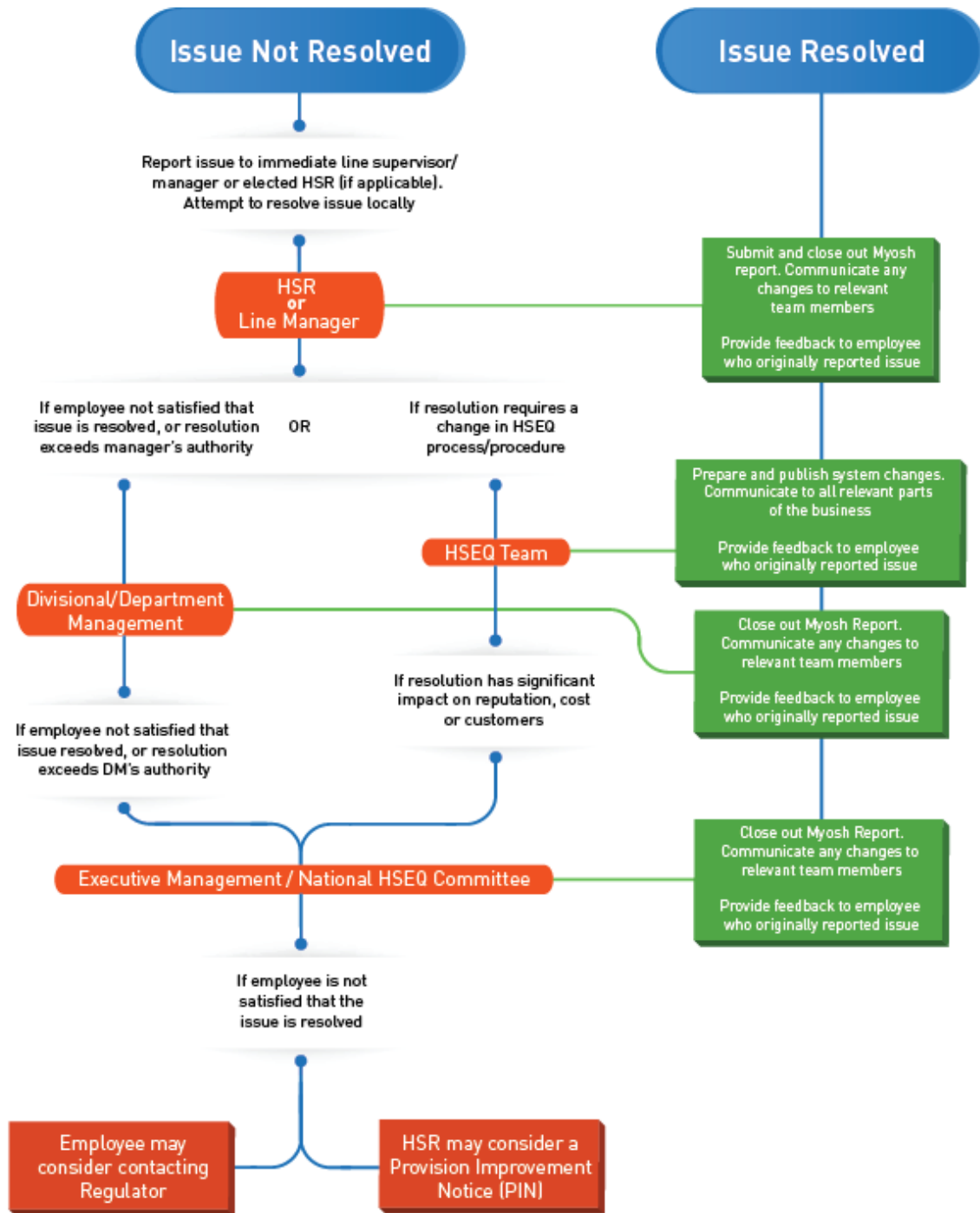
A defined Issue Resolution Procedure documents the chain of responsibility for escalating an HSE issue where attempts have been made in consultation with management to resolve the issue, and it remains unresolved.

### 8.1 The Issue Resolution Procedure

Where an HSE issue is considered of serious imminent risk to the health or safety of a worker, the Hazard and Identification and Reporting Procedure and the Incident Management and Investigation Procedure should be followed.

Where an HSE issue arises that is not of serious imminent risk, the flowchart in Figure 1 must be followed.

Figure 1 – Issue Resolution Procedure Flowchart



Resolution may be found by referring to applicable Policies, Procedures and Safe Work Procedures.

Where a Direct Line Manager may be unable to resolve the issue, Divisional/Departmental Managers may be consulted. If an issue is unable to be resolved through Departmental Management, Executive Management shall be consulted.

Where a resolution is unable to be achieved by the Direct Line Manager due to the issue being systemic or organisational, the HSEQ Team will be consulted to assist in a resolution. If an issue cannot be resolved within

the HSEQ Team due to reputational impacts, cost or client involvement, the National HSE Committee may be consulted.

A Health and Safety Representative may be elected to assist in issue resolution collaboratively at any stage of the issue resolution process.

## 8.2 Significant Issues

If the issue still cannot be resolved through the Hazard and Identification and Reporting Procedure and the Incident Management and Investigation Procedure, and the risk remains serious or imminent, then either the Supervisor/Manager or the safety and health representative could notify WorkSafe and request an inspector to visit the workplace to assist with the resolution.

### 8.2.1 Refusal to Work

Where a worker has reasonable grounds to believe there is a risk of imminent and serious harm or injury to the health of the individual, the employee has the right to refuse work. However, the employee must have reasonable grounds for believing the work is unsafe and there must be real probability of an accident, injury or harm occurring.

Once a risk of an immediate injury or harm to health has been identified, the steps to follow are:

- Notify the employer (Centurion) and Safety and Health Representative (if there is one)
- Resolve the issue according to the Issue Resolution Procedure Flowchart shown in Figure 1.

## 8.3 Provisional Improvement Notices (PINs)

### 8.3.1 Issuing and Management of PINs

Where a qualified safety and health representative is of the opinion that somebody is breaching a particular provision of the relevant states legislation, or somebody in the past has breached a provision of the relevant states legislation and the circumstances make it likely that the breach will continue or be repeated, they may issue a PIN.

Any breach of legislation is deemed an incident, and the Hazard and Incident Management and Investigation Procedure is to be followed. This means the issued will be reported, investigated with corrective actions implemented. Results of the investigation will be communicated back to the safety and health representative. The breach is to be reported as an incident irrespective of whether a PIN is issued or not.

Qualified representatives must consult directly with the person whom the notice will be directed to, prior to issuing a PIN. This will ensure the Supervisor/Manager is aware and can assist to resolve the issue before escalating to a PIN.

If no resolution is reached during consultation, the qualified representative must consider the timeframe in which the breach must be fixed. This must be more than seven days after the day the notice is issued. If a matter has not been resolved by the consultation process, then the qualified representative may issue a PIN.

### 8.3.2 Review of PINs

The requirement to comply with a Provisional Improvement Notice falls away if a review by an Inspector is sought. A request for review can be made by writing by post, fax or email to WorkSafe. This must be received by WorkSafe by the day the PIN must be complied with; otherwise the offence provision comes into effect. Once WorkSafe receives a review request, the PIN is suspended until the inspector confirms, modifies or cancels the PIN.

## 8. Referenced Documents and Supporting Information

### 8.1 External Resources

Title
AS/NZS ISO 45001:2018 - OHS Management Systems
Work Health & Safety Regulation 2011 (QLD)
Occupational Safety & Health Regulations 1996 (WA)
Work Health and Safety (National Uniform Legislation) Regulations 2011 (NT)

### 8.2 Internal Resources

As part of HSEQ management system this procedure is also associated with the following:

Document Code	Title
CEN-HSE-FRM-001	Toolbox Meeting Record
CEN-HSE-FRM-217	Powerpoint Toolbox Template
CEN-HSE-FRM-216	HSEQ Alert
CEN-HSE-FRM-211	Significant Incident Notification (SIN)
CEN-HSE-REG-021	SIN and HSEQ Alert Register
CEN-HSE-FRM-078	Notice of Election (HSR)
CEN-HSE-FRM-039	HSE Committee Meeting Agenda and Minutes
CEN-QMS-FRM-021	Management Review Meeting Agenda and Minutes
CEN-HSE-REG-022	HSR Register
CEN-HSE-PRO-011	Incident Management and Investigation
CEN-HSE-PRO-029	Hazard Identification and Reporting Procedure

## 9. Document Revision

Revision	Revision Date	Reviewed By	Changes/Comments
1	01/05/2017	A. Rastani, T. Young	Document creation
2	21/01/2020	C. Russ, M. Vasyli	Transferred to new document template and content reviewed.
3			
4			

### Document Approval

Name	Title
T. Nichols	General Manager HSEQ